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ABSTRACT

This collection of abstracts is part of a continuing series providing information on recent doctoral dissertations. The 15 dissertations abstracted deal with the following topics: (1) female managers' approaches to organizational conflict; (2) relationships between organizational climate and pupil control ideology; (3) information communication problems of small businesses; (4) communication and productivity; (5) the relationship of principal's verbal behavior to teachers' perception of communication and organizational climate in middle level schools; (6) communication, gender, leadership, and commitment in the organization; (7) teachers' perceptions of organizational climate of elementary schools administered by black prinicpals and white principals; (8) the influence of communication network centrality and information capacity on organizational performance; (9) Americans' perceptions of the communication styles of Japanese managers and the reality; (10) two-way communication as a function of the company newspaper; (11) a grounded theory approach to communication and conflict in voluntary organizations; (12) environmental perception and strategy selection in interorganizational communication; (13) administrators' communication networks in a public school district; (14) communication of organizational climate during job screening interviews; and (15) communication satisfaction, communicator style, and perceived organizational effectiveness in an educational setting. (HTH)

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MANAGERIAL WOMEN'S APPROACHES TO ORGANIZATIONAL CONFLICT: A QUALITATIVE STUDY

Order No. DA8400876

BENDELOW, MARY MARGARET, PH.D. *University of Colorado at Boulder*, 1983. 345pp. Director: Assistant Professor A. Elaine Yarbrough Yarbrough

The study's initial focus was on the strategic and tactical choices employed in conflict situations, and sought to describe managerial women's approaches to handling conflicts in general, as well as their techniques with male and female superiors, peers, and subordinates specifically.

Fifteen women managers and seventeen of their co-workers were interviewed; four of the women managers were observed through the course of their working day. Interviews were transcribed, coded into incidents, and analyzed using the constant comparative method. Conflict episodes were analyzed separately for their strategies and tactics, goals, and outcomes.

Analysis of the data indicated that the conflict choices of these women took place within a framework for conflict choices: (a) organizational culture (reflected in the hierarchically-structured environment, role expectations for behaviors as superiors, peers, and subordinates, and political orientations); (b) the women's experiences with marginality (reflected in descriptions of how others treated them, and their own choices in response to this experience); and (c) their own perspectives and preferences concerning conflict (reflected in views on and definitions of conflict, descriptions of preferred conflict approaches, and assessments of strengths and weaknesses in handling conflict).

Episode analysis revealed that escalation was the preferred approach for all levels of woman manager (vice presidents, directors, and managers), and that maintenance was the last choice of each group. Reduction was the most effective and maintenance the least effective choice. Some patterns of strategic usage, such as escalation-then-reduction, also were apparent.

The study concluded that strategic flexibility and political orientations were crucial to effective conflict management. Managerial women were seen to limit their options in conflict by overreacting to stereotypes of women, reacting rather than planning in conflict situations, trying to operate within several double binds (such as "present your case forcefully" and "don't be emotional"). Those who handle conflict effectively do several things well: capitalize on women's strengths and the advantages to be gained from marginality; use their interpersonal sensitivities as women strategically and not just adaptively; and balance their own strategic preferences with the needs of the situation and the other party.

A STUDY OF THE RELATIONSHIPS BETWEEN ORGANIZATIONAL CLIMATE AND PUPIL CONTROL IDEOLOGY

Order No. DA8402963

BURGESS, MARILYNE POWELL, PH.D. *George Peabody College for Teachers of Vanderbilt University*, 1983. 111pp. Major Professor: Willis Furtwengler

The purpose of this study was to investigate the relationship between organizational climate and pupil control ideology, as each of these aspects of school environment is perceived by the administrators and teachers of secondary schools. Specific variables were climate, each of the eight subtests of the Organizational Climate Description Questionnaire (OCDQ) and pupil control ideology.

Organizational climate was defined as the personality or tone of a school. Pupil control ideology was defined as that pupil control which is considered desirable by administrators and teachers.

The data gathering instruments were the OCDQ developed by Halpin and Croft,[1] and the Pupil Control Ideology (PCI) Form, developed by Willower, Eidell, and Hoy.[2] Both of the named instruments had been tested for reliability and validity. Each instrument was developed to measure the aspect of school environment for which it was named.

The two instruments were administered to the faculties of seven public secondary schools which were located in Middle Tennessee. Administrators and teachers of the participating schools were requested to respond to the two questionnaires. The subjects totaled 269.

The Pearson Product-Moment Correlation was used for this correlation study. The analysis sought to identify significant relationships between pupil control ideology and organizational climate and between pupil control ideology and each of the eight subtests of the OCDQ ($p < .05$).

Findings revealed a significant, but low, correlation between pupil control ideology and organizational climate ($p < .05$, $r = -.17$). A significant correlation was found between pupil control ideology and each of four of the OCDQ subtests: Disengagement, Esprit, Intimacy, and Production Emphasis ($p < .05$). Correlation coefficients were low.

This study provides a basis for concluding that pupil control ideology is a qualified predictor of climate in secondary schools. It is likely that teachers and administrators with humanistic beliefs in pupil control ideology would tend to exhibit behaviors which would characterize open climate.

Together, Esprit, Intimacy, Production Emphasis, and Disengagement may be the dimension of the OCDQ which correlates with pupil control ideology.

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[1]Andrew W. Halpin and Don B. Croft, *The Organizational Climate of Schools* (Washington, D.C.: U.S. Office of Education, 5-8-8639, August 1962).

[2]Donald J. Willower, Terry I. Eidell, and Wayne K. Hoy, *The School and Pupil Control Ideology* (University Park, Penn.: Pennsylvania State Studies Monograph No. 24, 1967).

WHY SMALL BUSINESSES FAIL: AN EXPLORATORY INVESTIGATION OF INFORMATION COMMUNICATION PROBLEMS OF SMALL BUSINESS ORGANIZATIONS

Order No. DA8327366

CHAUDHRY, NAZ PERWEZ, PH.D. *The University of Iowa*, 1983. 388pp. Supervisor: Professor Joseph Ascroft

The basic philosophy underlying the conceptual framework of exchange of information in organizations was based on systems theory. It holds that open systems purposively engage in perpetual cycles of energy and information exchange with their environments for survival. An inefficiency of exchange in either the area of energy or information may result in premature closure of the system. In the case of business organizations, closure means early liquidation or failure. The extent to which it can efficiently conduct its management functions are dependent upon the information exchanged between the small business organization and the relevant socio-economic environment within which it operates. The process of acquiring management, marketing and production know-how constitutes information gathering activity. Information acquisition is possible essentially through communication. Therefore, to determine whether the information acquisition of any system is faulty it is necessary to examine the communication behavior of the system concerned.

The study investigated the potential information communication problems of small business organizations, which had remained unexplored and overlooked by past researchers seeking the answers to the high rate of small business failures. To this end the present dissertation investigated the activities small business owners engaged in to acquire information. It was interested in determining how active this communication behavior has been and the manner in which information was processed by small business owners.

This was an exploratory study of small business organization failures. As such, it employed eight case studies to generate documentation based upon focused interviews and open-ended questionnaire. A sample of recently failed small businesses was selected to elicit information that offered the development of testable hypothes...

The findings of the study suggested that the small business owners had substantial problems associated with gaining information about how to run small businesses successfully. This finding led to proposing the following empirically testable hypothesis.

Information sources about small business management will be more effective in assisting prospective small business owners to establish and maintain healthy business if those sources were homophilous rather than heterophilous with small business owners.

COMMUNICATION AND PRODUCTIVITY

Order No. DA8403638

CLAMPITT, PHILLIP GENE, PH.D. *University of Kansas*, 1983. 190pp.

Communication is a vital part of an organization and high productivity is the aim of any business. Unfortunately, few studies have examined the relationship between these two variables. The purpose of this study was to explore the relationship between communication and productivity in two types of businesses.

The research project had three central aims: (1) to determine the relative impact of eight basic dimensions of communication satisfaction on productivity; (2) to discern if communication affects individual productivity and group productivity in different ways; (3) to understand how the type of organization may moderate the productivity/communication link.

Two organizations were investigated through extensive interviewing and the administration of the Communication Satisfaction Questionaire. The results revealed that feedback had a significant impact on productivity, while communication with coworkers, meetings and memos, and corporate information had less of an impact. The data showed a number of specific ways in which communication impacted personal productivity but failed to reveal any significant findings in terms of group productivity. The employees in the service industry viewed productivity differently than the manufacturing industry employees. Additionally, the service industry employees emphasized the relational aspects of communication.

THE RELATIONSHIP OF PRINCIPAL VERBAL BEHAVIOR TO TEACHER PERCEPTION OF COMMUNICATION AND ORGANIZATIONAL CLIMATE IN MIDDLE LEVEL SCHOOLS

Order No. DA8401174

DENNEY, JOEL DWIGHT, ED.D. *University of Missouri - Columbia*, 1983. 216pp. Supervisor: Dr. Jerry W. Valentine

Purpose. The purpose of this study was to analyze the relationship between principal verbal behavior and teacher perception of communication and organizational climate in middle level schools.

Sample Population. Eighteen middle level schools comprised the sample group for this study.

Procedures. Data were gathered using the Administrator Verbal Interaction System, Audit of Administrator Communication, and Organizational Climate Index. Verbal data were analyzed for a correlational relationship to the measures of communication and climate.

Conclusions. (1) The verbal behavior style of principals correlated to the principals' communication effectiveness as determined by the principals' teachers. (2) The school principals' verbal patterns correlated to the perceptions of organizational climate among teachers in the school setting. (3) The content of the principals' speech (or, what principals said) correlated to the effectiveness of the principals as communicators and the school climate as judged by teachers. (4) The situational context of principals' talk with teachers correlated to the principals' communication strengths and weaknesses as well as the organizational climate as perceived by teachers.

COMMUNICATION, GENDER, LEADERSHIP, AND COMMITMENT IN THE ORGANIZATION

Order No. DA8325263

EBLEN, ANNA LYNN, PH.D. *University of Oregon*, 1983. 195pp.

Prior research on antecedents of organizational commitment has suggested that employees become attached to work organizations because of their personal characteristics and experiences they have on the job, as well as job characteristics and organizational structure. This study focuses upon personal characteristics (age, education, sex, professionalism) and upon work experiences involving perceived and actual leader communication behavior. The examination includes special attention to the issue of male/female managers' communication and how communication patterns affect subordinate commitment.

Much of the previous work in supervisor sex and communication had been done either in laboratory settings or through questionnaire sampling in organizations, as the literature review in this study establishes. Furthermore, commitment had never been directly linked to particular manager communication behaviors. Therefore, the present study included direct observations of managerial communication in 3 organizations; the observations were coded according to a 12-item system of behaviors with established experimental links to interpersonal effectiveness. 40 managers were observed during 30-minute interactions with their subordinates.

In addition, 187 subordinates mailed back questionnaires which measured their demographic characteristics, professionalism, social involvement, organizational commitment, and perceptions of their managers' consideration and initiating structure.

The sample included employees of 2 hospitals and a city government. One hospital's small sample did not achieve statistical significance on any of the variables in the hierarchical multiple regression analysis. In the second hospital, the analysis indicated that age, leader consideration and the communication behavior set accounted for significant variance. Of the communication set, praise and humor were positively related to commitment at Hospital II, and interruptions, criticism, and personal questions were negatively related.

At the City Government, age, tenure, professionalism, leader initiating structure and consideration, and the leader communication set were significantly related to commitment; for subordinates of female supervisors, social involvement was positively related. For all subordinates, humor, self-disclosure, and orders were positively related, and interruptions and perception checks were negatively-related. . . . (Author's abstract exceeds stipulated maximum length. Discontinued here with permission of author.) UMI

A COMPARISON OF TEACHERS' PERCEPTIONS OF ORGANIZATIONAL CLIMATE OF ELEMENTARY SCHOOLS ADMINISTERED BY BLACK AND WHITE PRINCIPALS

Order No. DA8325812

GUNTER-ELLIOTT, DEBORAH ANNETTE, ED.D. *Oklahoma State University*, 1983. 81pp.

Scope of Study. The question raised in this dissertation pertains to the organizational climate of schools administered by black principals as compared with those administered by white principals. In essence, this study is concerned with the question, "Is there a significant difference in organizational climate in schools administered by black principals as compared to those administered by white principals?" Using the Likert Profile of a School, a comparison of the organizational climate of elementary schools administered by black and white principals was made. The instrument measured climate and climate components: goal commitment, decision process, and team cooperation. The sample population consisted of 22 elementary schools--11 schools with black principals and 11 schools with white principals. Half of each faculty was selected randomly to provide responses.

Findings and Conclusions. A two-tailed test of significance was used to test each hypothesis. The .05 level of significance was used in all statistical tests. Analysis indicated a significant difference in total climate and the sub-scale components of goal commitment and decision process. The climate component (sub-scale) of team cooperation indicated no significant difference. An analysis of variance was conducted to examine the relationship of sex, age of teacher, race of teacher, and number of years at the present school on total climate and each sub-scale. It was concluded that the variables of sex, age of teacher, race of teacher, and number of years at the present school had no significant effect on climate or the climate components--goal commitment, decision process, and team cooperation. The most influential variable included in the measure of climate was goal commitment. Schools administered by both black and white principals scored higher on goal commitment than either of the other two components of climate--decision process and team cooperation. The least influential variable included in the measure of climate was team cooperation. Schools administered by both black and white principals scored lower on team cooperation than either of the other two components--goal commitment and decision process. The mean score of total climate and each climate component (sub-scale) was lower in schools administered by black principals as compared with those administered by white principals.

THE INFLUENCE OF COMMUNICATION NETWORK CENTRALITY AND INFORMATION CAPACITY ON ORGANIZATIONAL PERFORMANCE

JEFFERIES, RENAN BAYARD, PH.D. *University of Southern California*, 1983. Chairman: Professor Richard Eyrne

Problem. This study examined the degree to which a match between communication network centrality and information capacity predicted organizational performance.

Method. This study examined a communications network of sixty-four CEO's across sixty-four CEO's across sixty-four different companies in the mainframe software industry. Data was gathered using a paper and pencil questionnaire. Supplementary data about company performance was obtained from an independent source. The variables studied were communication network centrality information capacity (between subunit communication, communication flexibility, formality, direction, initialization) and organizational performance. The hypothesis derived from contingency theory was that of matching network centrality with information capacity for optimizing performance. The matching was made explicit for the model: $Y = 1/|X1-X2|$, where Y = organizational performance, X1 = centrality, X2 = information capacity. Both matches and mismatches were examined. The model was tested using a nonlinear regression analysis. Further analyses were conducted to examine the trend in the data, correlations between variables and the degree to which performance differed between matches and mismatches.

Results. Results of the nonlinear regression and the trend plot provide clear evidence for the hypothesis of matching. The inverse of degree of match explained 41% of the variance in organizational performance. As expected, organizational performance was negatively related to degree of match $r = -0.63$ but unrelated to centrality. Information capacity was negatively related to performance.

The t-tests between High-Low and Low-High mismatches found no significant difference in the means of organizational performance. This was in the hypothesized direction. The t-tests between High-High and Low-Low matches found a significant difference in the means of organizational performance, which was unexpected.

Discussion. The results, practical and theoretic implications, limitations of the study, and needed future research, were discussed. In all, the results lend support to a contingency model of information processing in organizations. The predictive results point to the need for explicit mathematical models for specifying the 'match' in contingency models. Organizational performance increases with a better match between information requirements and information capacity.

(Copies available from Micrographics Department, Doheny Library, USC, Los Angeles, CA 90089).

COMMUNICATION STYLES PRACTICED BY JAPANESE MANAGERS: COMPARISON BETWEEN PERCEPTIONS HELD BY AMERICAN OBSERVERS AND THE REALITY

Order No. DA8327528

MIYAHARA, AKIRA, PH.D. *The Pennsylvania State University*, 1983. 113pp. Adviser: Gerald M. Phillips

Japanese management has recently been drawing attention from American executives and scholars. American observers appear to believe that Japanese managers possess a number of unique characteristics and that they contribute a great deal to Japan's success in business. Among the unique managerial characteristics believed by the American observers are communication styles such as deliberate use of ambiguity to show trust in subordinates, to show sensitivity toward them, and openness toward them. However, the perceptions held by the observers are based chiefly upon their impressions and assumptions that are often overestimated, underestimated, and warped through their culture-bound filter.

The purpose of this study is to examine whether Japanese managers actually demonstrate the communication characteristics that the American observers believe they possess. An on-site observation at a Japanese business organization by the author and a questionnaire that contains hypothetical superior-subordinate communicaton situations are the methods of this study.

The results indicated that Japanese managers did not constantly display the communication characteristics. While they sometimes used the communication styles commonly associated with Japanese management by American observers, they also demonstrated some styles opposite to the common American beliefs. The most important feature found in this study was the Japanese managers' flexibility to adapt their communication styles to the listeners (subordinates) and the situations. The concept of flexibility is widely admired and it is applied to the operation of the business organizations.

While American observers' beliefs with regard to Japanese managers' communication styles are not completely inaccurate, it would lead to a fallacy, if they continued to believe that Japanese managers are always ambiguous to show trust in their subordinates and sensitivity to their feelings, and open toward them. The important feature that must be added to the American observers' perceptions of Japanese management is the notion of flexibility and its application to actual managerial situations. In order to perceive more accurately the characteristics of Japanese management and apply them to U.S. management, it is necessary to conduct more objective comparative research.

TWO-WAY COMMUNICATION AS A FUNCTION OF THE COMPANY NEWSPAPER: A FIELD STUDY OF READERS' PERCEPTIONS, EMPLOYEE PARTICIPATION AND FEEDBACK

Order No. DA8400412

QUATE, SHIRLEY JUNE BURCH, PH.D. *Purdue University*, 1983. 198pp. Major Professor: Ralph Webb

As an outgrowth of philosophies of management emphasizing worker participation in organizational affairs and the importance of feedback, company editors have been urged to make newspapers for employees instruments for two-way communication by encouraging and facilitating feedback. This research explores the ramifications of converting a company newspaper (traditionally a one-way medium) into a channel for two-way communication.

This field investigation was both a critical inquiry to determine relationships and a descriptive survey to determine prevalent behavior. The research was conducted in a major Midwestern utility, where the weekly newspaper for employees was distributed statewide to 11,000 workers, was considered the primary means of internal communication, and was actively promoting feedback from readers.

The five major research questions addressed in the study focused upon how much and what kinds of feedback the newspaper generated and on perceptions of newspaper credibility and feedback encouragement. Years of service with the company, job levels, work

locations, feedback participation/nonparticipation and feedback response/non-response were independent variables in comparing perceptions and feedback behaviors.

Data were collected by mailed survey and by a thematic analysis of feedback from employees printed in the company newspaper.

The study found that more than half the survey respondents had provided feedback to (or through) the newspaper, the majority having done so only once. Feedback from employees included newspaper-related communications and contributions, suggestions dealing with the prudent use of company resources, conditions in the workplace, non-job-related needs and wants of employees, and inquiries about company policies.

Statistically significant findings were that: perceived feedback encouragement was positively related to perceived newspaper credibility; veteran employees (six or more years) provided more feedback than newer personnel; persons in management and those working in the company's headquarters city had more favorable perceptions and provided more feedback than those in non-management positions and at outstate locations. Feedback participants who received a response perceived the newspaper more favorably than did feedback providers who received no response.

WHITHER THE NATIVES: A GROUNDED THEORY APPROACH TO COMMUNICATION AND CONFLICT IN VOLUNTARY ORGANIZATIONS

Order No. DA8327419

RICHARD, WESLEY DANIEL, PH.D. *The University of Iowa*, 1983. 220pp.
Supervisor: Professor John Waite Bowers

Conflict has often been regarded as dysfunctional, especially in organizations whose goal it is to promote unity and cooperation. Most research in organizational communication to date has concentrated on business and industry, even though membership in voluntary associations is high. The purpose of this research was (1) to isolate and describe variables that influence communicative interaction in organizations experiencing conflict and (2) to discover how those variables might be related in order to explain the communicative behavior of those organizations. A voluntary organization was chosen as the research setting.

Data were collected employing grounded theory methodology in a Mennonite congregation that had been engaged in a prolonged conflict. The data were used (1) to construct a detailed case history of the congregation, (2) to analyze their content for use in theory construction, and (3) to perform a communicative analysis of the period of conflict.

The theory construction process followed four stages outlined by Glaser and Strauss (1976). First, the data were sorted into 945 units (incidents), later reduced to 857. Each incident was coded into categories suggested by its contents. In the second stage the comparison of incident with incident changed to comparison of incident with properties of the category as those properties became clear. Third, the number of categories was reduced as uniformities were discovered. The resulting number of categories was 22. Finally, the categories were combined into clusters which were used to construct the theory.

The categories were combined to make three independent clusters: Quality of Leadership; Organizational Integrity, and Interpersonal Sensitivity; one dependent cluster: Organizational Fatigue; and one additional variable: External Influence. Their relationships were described in a series of 26 hypotheses.

The concepts developed in this research were used to make a communicative analysis of events during the conflict in the organization. This analysis indicated that an expanding number of variables became salient as the conflict continued in length and intensity.

Limitations of the methodology used in this research were evaluated and suggestions for future research were made.

INTERORGANIZATIONAL COMMUNICATION: ENVIRONMENTAL PERCEPTION AND STRATEGY SELECTION

Order No. DA8401535

SEEGER, MATTHEW WAYNE, PH.D. *Indiana University*, 1983. 106pp.

This study drew from the literature concerning boundary spanning, interorganizational relations, and organizational theory to develop a model of the process whereby organizational decision units select strategies for communicating with their environments. Two environmental factors were hypothesized to influence strategy selection: perceived uncertainty, the degree to which a decision unit perceives itself able to predict the outcomes of environmental occurrences, and perceived input, the degree to which a decision unit perceives itself able to interject messages into environmental occurrences. These two independent variables were hypothesized to be related to the selection of sender strategies, the exportation of messages into the environment, and receiver strategies, the importation of messages from the environment. Decision units were expected to use these strategies to compensate for that aspect of their relationship to the environment perceived to be deficient.

The model was tested through the use of an empirical laboratory simulation using small groups to play the role of organizational decision units responsible for making suggestions to the president during a crisis situation. Decision units were to allocate a $100,000.00 Emergency Fund to some combination of four interorganizational communication strategies, two sender oriented and two receiver oriented. The case used to manipulate the independent variables was based on the Eli Lilly-Oraflex incident, and made reference to the Food and Drug Administration and a consumer watch group as the environmental components of relevance to the decision units. Sender and receiver strategies were measured according to the decision units allocation of resources to the four strategies specified within the case.

The results of this study failed to support the model of strategy selection. Perceptions of uncertainty were found to be significantly related to both sender and receiver strategies. The results suggested further that decision units seemed to favor a two-step process of (1) the importation of messages in an effort to reduce uncertainty concerning the environment, and (2) the exportation of messages as a part of the decision. These results are tentative, however, and must wait for further research.

A STUDY OF ADMINISTRATORS' COMMUNICATION NETWORKS IN A PUBLIC SCHOOL DISTRICT

Order No. DA8326916

SMITH, WILMA F., ED.D. *University of Washington*, 1983. 255pp.
Chairperson: Dr. Richard L. Andrews

In school districts, communication networks are critical to the effective control and coordination of individual and group efforts to achieve common goals. The purpose of this study was to describe the informal communication networks for ninety-seven school administrators in the Bellevue, Washington, School District, with regard to their communication about decisions and innovations. This study focused upon the structural indices of connectedness, openness, diversity and integration.

Data were gathered through the use of survey instruments, administered at two points during the school year, and through individual interviews. The survey data were analyzed using a network analysis computer program called NEGOPY, developed by William D. Richards (1975). The interview data were analyzed through use of a qualitative content analysis procedure by which individual responses were categorized according to emergent themes.

The network analyses identified group membership as well as the individual communication roles of bridge, liaison, isolate, dyad and tree node. Chapter IV presents an analysis of the informal network data with regard to administrators' perceptions of their actual and

desired contacts when discussing decisions and innovations. The data are presented for each network in tabular and narrative format. Each of forty-six informal groups is analyzed with regard to the indices of connectedness, openness and diversity. Individual roles are identified and discussed. The formal organizational network is described through the identification of six divisions of administrators, and formal roles are compared to informal communication roles. The index of integration is discussed with reference to the formal divisions. Interview data are presented along with the survey data to give depth of meaning to the topological view of the informal networks.

Finally, Chapter V presents conclusions, discussion, implications, and recommendations for further research using network analysis techniques in school districts.

COMMUNICATION OF ORGANIZATIONAL CLIMATE DURING JOB SCREENING INTERVIEWS: A FIELD STUDY OF INTERVIEWEE PERCEPTIONS, "ACTUAL" COMMUNICATION BEHAVIOR AND INTERVIEW OUTCOMES

Order No. DA8329878

TEIGEN, CALVIN WARD, PH.D. *The University of Texas at Austin*, 1983. 259pp. Supervising Professor: Fredric M. Jablin

This investigation was a field study that analyzed relationships among job candidates' perceptions of interviewer credibility and trust, amounts and accuracy of information acquired about eight organizational climate factors (job duties/responsibilities, advancement, pay/benefits, work standards, work independence, company rules/regulations, immediate supervisor, co-worker relations), and expected and actual interview outcomes. Further, the research assessed relationships involving perceived and actual information acquisition, climate factor intrinsic-extrinsic valences, and interviewee climate related questions.

The study was conducted with 24 job candidates interviewing with 7 different companies. All subjects were administered questionnaires and their interviews videotaped. Videotapes were analyzed to identify climate/non-climate exchanges and interviewee questions about climate factors.

Tests of hypotheses indicated that interviewee perceptions of interviewer credibility and trust were related to their perceptions of the accuracy of information received about climate factors. Moreover, interviewee perceptions of interviewer competence and trust were positively related to their expectations of "positive interview outcomes," and perceived interviewer trust was positively related to their expectations of accepting a job offer.

Answers to fifteen research questions showed: (1) Neither their perceived or actual information acquisition, climate factor intrinsic-extrinsic valences, nor questions they asked about climate factors differentiated applicants who received second interview offers from those who did not; and (2) interviewee perceptions of the amount of information received about advancement and pay/benefits were positively related to the actual amounts of information communicated on those topics.

In addition, post hoc tests indicated that: (1) while structural features of organizations were often discussed in the interviews, the extent to which they were a topic of conversation was not differentiated by interviewees' expected or actual interview outcomes; (2) interviewers initiated more discussion of climate topics, particularly advancement and pay/benefits topics, for interviewees who actually received second interview offers; (3) 38% of interview "talk" pertained to climate topics.

The overall results of this study support the notion that the climate information which interviewees acquire is related to their perceptions of interviewers and their expected and actual interview outcomes. Moreover, a substantial portion of screening interview "talk" focuses on climate related issues.

COMMUNICATION SATISFACTION, COMMUNICATOR STYLE, AND PERCEIVED ORGANIZATIONAL EFFECTIVENESS IN AN EDUCATIONAL SETTING

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The purpose of this study was to investigate the relationship between communication and organizational effectiveness. In particular, this research examined the predictability of perceived organizational effectiveness from the communication constructs of communication satisfaction of teachers and the communicator style of administrators in an educational setting.

A survey method was instigated by mailing questionnaires to a random sample of teachers in a small city, midwestern school district in an urban/rural environment. With a 75% return rate it was discovered that communication is an effective predictor of organizational effectiveness--media quality, precise style and attentive style were positive predictors of organizational effectiveness using a multiple regression technique.

Factor analysis of the Communication Satisfaction Survey (CSS) as posited in research by Downs and Hazen (1977) indicates that the seven structure pattern may hold for educational settings, but that the CSS may need to be rescaled as to item selection.

Implications of the study and suggestions for further research were discussed.

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